Alberta

Freedom To Create. Spirit To Achieve.

Advanced Education and Technology 2010-13 Business Plan

Government of Alberta

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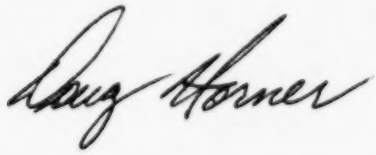
Advanced Education and Technology

BUSINESS PLAN 2010-13

ACCOUNTABILITY STATEMENT

The business plan for the three years commencing April 1, 2010 was prepared under my direction in accordance with the *Government Accountability Act* and the government's accounting policies. All of the government's policy decisions as of January 20, 2010 with material economic or fiscal implications of which I am aware have been considered in preparing the business plan.

The ministry's priorities outlined in the business plan were developed in the context of the government's business and fiscal plans. I am committed to achieving the planned results laid out in this business plan.



Doug Horner, *Minister of Advanced Education and Technology*
January 21, 2010

THE MINISTRY

The Ministry of Advanced Education and Technology consists of the following for budget purposes: the Department of Advanced Education and Technology, the Access to the Future Fund and the Alberta Enterprise Corporation.

The following councils, boards and authorities provide policies, guidelines and advice to the minister: the Alberta Council on Admissions and Transfer, the Alberta Apprenticeship and Industry Training Board, the Campus Alberta Quality Council, the Students Finance Board, the Access Advisory Council and the Alberta Research and Innovation Authority.

The ministry's focus is on Alberta's advanced learning and research and innovation systems and the needs of its key client groups: learners, taxpayers and society. In order to achieve its goals, the ministry collaborates with many organizations, institutions and boards. The systems and the roles of the ministry and its partners are described below.

Alberta's advanced learning system is guided by the vision of Campus Alberta where all Albertans have the opportunity to participate in lifelong learning through flexible learning pathways. Based on the principle of system-wide collaboration and planning, Campus Alberta aims to facilitate learners' transition into, within and out of the advanced learning system by ensuring the delivery of a broad array of quality learning opportunities across the province. Campus Alberta aligns system capacity and demand to create a quality, globally recognized advanced learning system that is resilient, responsive and relevant to learner, economic and social needs.

Alberta's advanced learning system is composed of public board-governed institutions, the apprenticeship and industry training system, private providers and community-based organizations. Through collaboration with the advanced learning system, as well as industry, communities, government agencies and non-government organizations, the ministry strives to create accessible, affordable and quality learning opportunities that are responsive to the needs of Albertans.

Advanced Education and Technology supports the advanced learning system by providing funding for advanced learning providers, coordinating and approving programs of study at public institutions, licensing and approving programs at private providers where required by legislation, and rewarding learner excellence through the provision of scholarships. The ministry also supports community adult learning opportunities, provides student financial assistance to eligible Albertans, facilitates industry's development of training and certification standards, and certifies individuals in designated trades and occupations.

Closely linked with Alberta's advanced learning system, Alberta's research and innovation system plays a vital role in Alberta's prosperity. Research and innovation will be front and centre in Alberta's knowledge-driven future, one that leverages Alberta's traditional strengths and is more diverse and anchored by knowledge-based industries. Alberta's efforts are founded on system-wide collaboration and planning under the umbrella of Alberta Innovates, which includes the ministry, academia, industry and innovation support agencies.

Alberta's research and innovation system consists of comprehensive academic and research institutions, key innovation support agencies, the Alberta Research and Innovation Authority, and four publicly funded corporations: Alberta Innovates – Bio Solutions, Alberta Innovates – Energy and Environment, Alberta Innovates – Health Solutions and Alberta Innovates – Technology Futures. Through collaboration with the research and innovation system, the ministry will position the province globally as a destination of choice for partnerships and cooperation in key areas, including technology commercialization, energy and environment, health, and bioindustries.

Advanced Education and Technology provides support throughout the research and innovation continuum, from research to commercialization. The ministry collaborates with stakeholders and partners to support research and innovation activities in the province, enhance research capacity and facilitate strategic investments in Alberta's post-secondary system. To further Alberta's progress towards a knowledge-driven future, the ministry encourages venture funding, fosters business opportunities, supports the establishment of new technology companies and helps entrepreneurs get their ideas to consumers.

In collaboration with Campus Alberta and Alberta Innovates partners, Advanced Education and Technology strives to build a prosperous province through a dynamic and integrated advanced learning and innovation system built on a foundation of highly skilled people in support of a knowledge-based economy and society in Alberta.

VISION

Alberta prospers through innovation and lifelong learning.

MISSION

Lead the development of a knowledge-driven future through a dynamic and integrated advanced learning and innovation system.

LINK TO THE GOVERNMENT OF ALBERTA STRATEGIC BUSINESS PLAN

The Ministry of Advanced Education and Technology ensures that its strategic priorities, goals and strategies support the Government of Alberta's goals as set out in the *Government of Alberta Strategic Business Plan*. The following summarizes the key linkages between the ministry and the Government of Alberta goals:

Government of Alberta Goal 1: Alberta will have a prosperous economy.
Ministry support for Goal 1

- Systematically evaluate opportunities, make recommendations and implement strategies to support the development of strategic areas where Alberta can be globally competitive.
- Create the Alberta Innovates Connector Service, as part of an integrated Alberta Innovates system, to promote a client-oriented culture among innovation service providers.
- Implement the Alberta Research Capacity Planning Framework in parallel with the Alberta Access Planning Framework.
- Provide guidance to the Alberta Innovates corporations and other stakeholders in developing a comprehensive system-wide approach to the attraction, retention and development of highly qualified personnel.

Government of Alberta Goal 2: Albertans will be well prepared for lifelong learning.
Ministry support for Goal 2

- Implement Campus Alberta Administration to further collaborative initiatives in the advanced learning system in support of Campus Alberta objectives.
- Review and realign resources to maintain momentum towards a sustainable and efficient advanced learning and innovation system that can respond to learner needs and a knowledge-based economy.
- Continue to implement the Roles and Mandates Framework directions to strengthen the community adult learning system and its linkages to comprehensive community institutions to increase innovation, responsiveness and learner transitions.
- Maintain the responsiveness of Alberta's student financial assistance program and streamline student financial assistance policies to meet the needs of eligible learners.
- Inform parents, learners, educational influencers and employers about Campus Alberta opportunities and benefits.

SIGNIFICANT OPPORTUNITIES AND CHALLENGES

Fostering Economic Diversification
The global economic downturn highlights the importance of economic diversification in Alberta's key priority areas. Continued development of a diversified, knowledge-based economy is necessary to enhance long-term economic well-being and ensure that Alberta's economy is not reliant on any single sector.

Advanced Education and Technology will play an active role in shaping and supporting the growth of knowledge-based industries in areas of competitive advantage. The ministry will also contribute to Alberta's long-term economic prosperity by fostering the development of highly skilled and qualified people, and by providing support for research and innovation activities that are essential to economic diversification. Other key supports include facilitating greater access to venture capital and supporting early-stage research and development activities. While fostering economic diversification in the province, Alberta's research and innovation system will continue to give due consideration to social, health and environmental issues, while continuing to support Albertans' quality of life today and in the future.

Building and Strengthening People Capacity
Building a learning-focused and innovative society requires the development and retention of knowledgeable and educated people in the province. Alberta must leverage the capacity of highly skilled and qualified people in order to position the province for success in a knowledge-driven future. By continuing to create quality and affordable advanced learning opportunities that are accessible to Albertans, the ministry recognizes that human capital is the foundation for long-term prosperity and social well-being.

Learners who have previously left the education system to pursue employment have historically returned to the system during times of economic uncertainty. Other learners may delay entry into the labour-market, preferring to continue their studies until the economic and employment outlook improves. The advanced learning system will be challenged to respond to the needs of demographically diverse learners by providing flexible learning pathways and ensuring that adequate learner supports and financial assistance remain available.

International immigration and interprovincial migration are important to Alberta's diversification and sustainability. The province will continue to have the challenge of attracting and retaining international knowledge experts in a competitive global environment. In turn, Alberta also has the opportunity to develop successful, lasting attraction and retention strategies, including credential recognition, to ensure that highly qualified people move to and stay in the province.

Building System Excellence through Collaboration
Collaboration across the advanced learning and innovation system will be the cornerstone of long-term success and system sustainability and will ensure that the system is well positioned to meet the needs of learners, society and the economy without placing an undue burden on taxpayers. Alberta's future global competitiveness will be driven by strong partnerships and cooperation between government, industry, publicly funded institutions and communities.

The ministry will maintain the momentum built by leveraging existing investments and promoting successful collaboration across the advanced learning and innovation system in support of continued system excellence. Further alignment and integration will maximize the system's capacity and responsiveness to economic conditions. By fostering collaboration, innovation and sustainability, Advanced Education and Technology will ensure that the advanced learning and innovation system continues to meet the needs of learners, researchers and entrepreneurs.

STRATEGIC PRIORITIES

The Ministry of Advanced Education and Technology provides strategic leadership to the advanced learning and innovation system. The strategic priorities described below have been identified through the ministry's review of environmental factors. These are in addition to the important ongoing core activities of the ministry.

1. **Alberta Innovates**

   Linkage:

   Goal 3

Alberta seeks to enhance economic diversification and build a knowledge-driven future by identifying focused priority sectors where Alberta can secure and maintain a competitive advantage, supporting early-stage research and development activities, encouraging technology commercialization, fostering business opportunities and increasing Canadian venture capital invested in Alberta.

Specific initiatives for the ministry will be to:

- Systematically evaluate opportunities, make recommendations and implement strategies to support the development of strategic areas where Alberta can be globally competitive.
- Create the Alberta Innovates Connector Service, as part of an integrated Alberta Innovates system, to promote a client-oriented culture among innovation service providers.

2. **System alignment**

   Linkage:

   Goals 1, 2 and 3

Alberta's integrated advanced learning and innovation system can serve as a powerful instrument to enhance the quality of life in the province, foster economic growth and increase knowledge and skills in support of a knowledge-driven future. The ministry will continue to implement the Roles and Mandates Frameworks for the advanced education system and the research and innovation system.

Specific initiatives for the ministry will be to:

- Implement the Alberta Research Capacity Planning Framework in parallel with the Alberta Access Planning Framework.
- Implement Campus Alberta Administration to further collaborative initiatives in the advanced learning system in support of Campus Alberta objectives.

3. **System sustainability**

   Linkage:

   Goals 1, 2 and 3

Alberta's future prosperity will depend on a knowledgeable citizenry and a highly skilled workforce. This requires a sustainable advanced learning and innovation system that provides learners, researchers and entrepreneurs with the opportunities and tools to excel.

A specific initiative for the ministry will be to:

- Review and realign resources to maintain momentum towards a sustainable and efficient advanced learning and innovation system that can respond to learner needs and a knowledge-based economy.

CORE BUSINESSES, GOALS, STRATEGIES & PERFORMANCE MEASURES

Advanced Education and Technology has identified three core businesses that describe the ongoing key responsibilities of the ministry. Within these core businesses are goals with specific outcomes that describe the desired end results the ministry would like to achieve in fulfilling its mission. Advanced Education and Technology has identified strategies for 2010-13 that support the ministry's goals and outcomes and the *Government of Alberta Strategic Business Plan.*

Performance measures gauge the degree of success the ministry has in achieving its goals and outcomes. In assessing progress, targets are considered met if the result is within five per cent of the target value, and targets are considered exceeded if the result is more than five percent above the target value.

Core Business One: Provide strategic leadership for Campus Alberta

GOAL ONE 1

A globally recognized, quality advanced learning system meets the needs of Alberta

What It Means The following outcomes describe what attainment of goal one will achieve:

- Alberta's post-secondary system is globally recognized.
- Credentials, prior learning and experience are valued and recognized.
- Quality learning opportunities are offered by the advanced learning system.
- The advanced learning system collaborates in support of Campus Alberta objectives.

Strategies

1.1 Develop the Campus Alberta brand and continue to promote Alberta's quality advanced learning system.

1.2 Further collaborative initiatives in the advanced learning system in support of Campus Alberta objectives through implementation of Campus Alberta Administration.

1.3 Align the program approval process with the Alberta Access Planning Framework, Roles and Mandates Framework, quality assurance and accountability mechanisms, and available resources.

1.4 Implement international education strategies through collaboration with post-secondary institutions in support of Campus Alberta and Alberta Innovates objectives.

1.5 Collaborate with post-secondary institutions, the Alberta Apprenticeship and Industry Training Board, industry and other advanced education stakeholders to facilitate student mobility and increase capacity for assessment and recognition of credentials, competencies and prior learning.

1.6 Continue to implement the Roles and Mandates Framework directions to strengthen the community adult learning system and its linkages to comprehensive community institutions to increase innovation, responsiveness and learner transitions.

1.7 Enhance the capacity and utilization of Alberta's public post-secondary and research infrastructure to support the sustainability of high-quality advanced learning and research opportunities in collaboration with the Ministry of Infrastructure.

1.8 Review and realign resources to maintain momentum towards a sustainable and efficient advanced learning and innovation system that can respond to learner needs and a knowledge-based economy.

1.9 Encourage private sector investment in the advanced learning system through the Access to the Future Fund.

1.10 Attract and inspire the best and brightest students through comprehensive scholarship programs.

1.11 Articulate the quality assurance and accountability mechanisms that support the global recognition of Alberta's quality advanced learning system.

Performance Measures	Last Actual year	Target 2010-11	Target 2011-12	Target 2012-13
1.a International visa students registered at Alberta post-secondary institutions	9,934 (2007-08)	11,500	11,750	12,000
1.b Percentage of transfers where post-secondary graduates with prior learning had received the transfer credit they expected[1]	87% (2007-08)	n/a	90%+	n/a
1.c Satisfaction of recent post-secondary graduates with the overall quality of their educational experience[1]	91% (2007-08)	n/a	90%+	n/a
1.d Satisfaction of recent apprenticeship graduates with:				
• on-the-job training[1]	92%	90%+	n/a	90%+
• technical training[1]	94% (2008-09)	90%+	n/a	90%+

Note:
1 Data available every other year.

Core Business Two: Engage the learner, industry and community in learning opportunities

GOAL TWO 2

A learner-centered, affordable advanced learning system accessible to Albertans

What It Means The following outcomes describe what attainment of goal two will achieve:

- A broad array of learning opportunities is available across the province.
- Participation in advanced learning opportunities is affordable.
- Learners participate in the advanced learning system and achieve their learning outcomes.

Strategies 2.1 Ensure alignment of institutional program priorities with the Alberta Access Planning Framework through collaboration with post-secondary institutions.

2.2 Develop a framework outlining the range of private education providers and define their role in relation to the Roles and Mandates Policy Framework for Alberta's Publicly Funded Advanced Education System.

2.3 In collaboration with the Ministries of Education and Employment and Immigration, work with community adult learning providers and comprehensive community institutions to implement priority actions in *Living Literacy: A Literacy Framework for Alberta's Next Generation Economy.*

2.4 Maintain the responsiveness of Alberta's student financial assistance program to meet the needs of eligible learners.

2.5 Through collaboration with delivery partners, reduce complexity and streamline student financial assistance policies and processes through simplified materials, technologies and supports.

2.6 Work with government ministries and Aboriginal organizations to identify opportunities to expand access and reduce the gap in achieving learning outcomes for Aboriginal learners.

2.7 Inform parents, learners, educational influencers and employers about Campus Alberta opportunities and benefits.

2.8 Develop an effective data collection process in collaboration with private vocational schools, Aboriginal colleges and community adult learning providers to provide a comprehensive overview of post-secondary participation in Alberta.

2.9 Develop and support online self-service functions for apprenticeship and industry clients to further effective service delivery.

2.10 Work with the Alberta Apprenticeship and Industry Training Board, Skills Canada Alberta and stakeholders to support and build awareness of the skills movement.

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
2.a Public satisfaction that adult Albertans can access education or training	79% (2008-09)	80%	80%	80%
2.b Proportion of recent graduates who agree that the program they graduated from was worth the financial cost[1]	84% (2007-08)	n/a	86%	n/a
2.c Ratio of total debt at graduation to income two years after graduation[1]	32.7% (2007-08)	n/a	33%	n/a
2.d Scholarship dollars per full-time student studying in Alberta	$324 (2007-08)	$401	$395	$391
2.e Proportion of Albertans aged 18-34 participating in post-secondary education	16% (2008)	18%	18%	19%
2.f New apprentices registered (five year average)	19,986 (2008)	20,000	20,000	20,000
2.g Aboriginal learners participating at post-secondary institutions	7,677 (2007-08)	7,850	7,900	7,950

Note:
1 Data available every other year.

Performance Measure under Development:
"High school to post-secondary transition rate of students within 10 years of entering Grade 10." This measure is undergoing a methodology change.

Core Business Three: Provide strategic leadership for Alberta Innovates

GOAL THREE 3 Excellence in research, innovation and commercialization drives Alberta's future success

What It Means The following outcomes describe what attainment of goal three will achieve:

- Research contributes to areas where Alberta has or is developing a competitive advantage.
- A growing, diversified economy through knowledge-based industries.
- A coordinated Alberta Innovates system captures value from research and innovation.

Strategies

3.1 Promote alignment of programs and investments in support of Government of Alberta priorities for advancing research and innovation in the key areas of bioindustries, energy and environment, and health.

3.2 In collaboration with the Alberta Innovates corporations, implement the Alberta Research Capacity Planning Framework in parallel with the Alberta Access Planning Framework.

3.3 Work with the Alberta Research and Innovation Authority to provide government with long-term strategic advice on research and innovation.

3.4 Provide guidance to the Alberta Innovates corporations and other stakeholders in developing a comprehensive system-wide approach to the attraction, retention and development of highly qualified personnel.

3.5 Systematically evaluate opportunities, make recommendations and implement strategies to support the development of technology and industry sectors where Alberta can be globally competitive in consultation with Alberta Innovates stakeholders.

3.6 Provide leadership and strategic direction in the development of information and communication technology, nanotechnology, life sciences, genomics, other platform technologies and emerging industry sectors.

3.7 Implement the Alberta Innovates Performance Indicator Framework to assess the system's research and innovation performance.

3.8 In collaboration with the Alberta Innovates corporations, coordinate the implementation of a marketing strategy to profile Alberta Innovates regionally, provincially, nationally and internationally, and facilitate targeted multinational enterprise attraction and partnership activities.

3.9 Create new programs and develop partnerships between jurisdictions, communities, industry and institutions to enhance technology and the business development environment for innovation and technology commercialization in support of Government of Alberta priorities.

3.10 Build information and knowledge networks and create the Alberta Innovates Connector Service to facilitate information sharing across the research and innovation system and promote a client-oriented culture among innovation service providers.

Performance Measures	Last Actual (year)	Target 2010-11	Target 2011-12	Target 2012-13
3.a Total sponsored research revenue attracted by Alberta's comprehensive academic and research institutions ($ million)	761 (2007-08)	761	762	800
3.b Total sponsored applied research revenue attracted by Alberta's baccalaureate and applied studies institutions, polytechnical institutions, comprehensive community institutions, and specialized arts and culture institutions ($ million)	6.7 (2007-08)	6.7	7.0	7.5
3.c Graduate students studying in Alberta	18,640 (2007-08)	18,680	18,700	18,800
3.d Percentage of graduate students studying in priority areas	33.4% (2007-08)	33%	34%	35%
3.e Alberta business expenditures on research and development ($ million)	1,220 (2006)	1,220	1,300	1,400
3.f Albertans employed by companies in priority areas:				
• number of Albertans	140,100	135,000	140,000	145,000
• percentage of Albertans	7.0% (2008)	6.8%	6.9%	7.0%
3.g Percentage of Canadian venture capital invested in Alberta	5.3% (2008)	5.0%	5.5%	6.0%

EXPENSE BY CORE BUSINESS

(thousands of dollars)

	Comparable					
	2008-09 Actual	2009-10 Budget	2009-10 Forecast	2010-11 Estimates	2011-12 Target	2012-13 Target
Provide strategic leadership for Campus Alberta	3,010,020	2,743,218	2,901,479	2,794,184	2,477,540	2,464,145
Engage the learner, industry and community in learning opportunities	198,314	191,172	227,785	169,432	169,853	170,353
Provide strategic leadership for Alberta Innovates	334,308	327,885	304,060	263,641	263,594	263,594
MINISTRY EXPENSE	3,542,642	3,262,276	3,433,324	3,227,256	2,910,987	2,898,092

MINISTRY STATEMENT OF OPERATIONS
(thousands of dollars)

	Comparable					
	2008-09 Actual	2009-10 Budget	2009-10 Forecast	2010-11 Estimates	2011-12 Target	2012-13 Target
REVENUE						
Internal Government Transfers	290,096	307,076	298,098	305,098	306,364	307,353
Transfers from Government of Canada	543,761	525,520	631,823	631,185	550,399	570,140
Investment Income	7,000	8,400	5,910	8,850	16,050	21,515
Premiums, Fees and Licenses	11,100	10,560	5,960	7,420	7,960	8,460
Other Revenue	54,796	58,734	41,197	3,700	3,700	3,700
MINISTRY REVENUE	906,753	910,290	982,988	956,253	884,473	911,168
EXPENSE						
Program						
Support for Adult Learning	2,220,496	2,329,978	2,311,638	2,279,605	2,283,388	2,375,578
Post-Secondary Infrastructure	873,970	484,374	701,550	571,566	251,085	145,500
Apprenticeship Delivery	37,206	39,090	34,386	34,480	35,049	35,549
Alberta Centennial Education Savings Plan	11,201	12,500	12,500	12,500	12,500	12,500
Research and Innovation Capacity	163,379	152,963	161,941	141,457	136,457	134,457
Technology Commercialization	62,961	65,515	64,719	110,763	115,438	117,438
Ministry Support Services	27,712	29,756	30,868	29,982	29,842	29,842
Access to the Future Fund	46,538	48,608	48,608	45,473	45,473	45,473
Alberta Enterprise Corporation	53	1,000	1,000	1,425	1,750	1,750
Alberta Research Council Inc.*	85,577	87,752	56,930	-	-	-
iCORE Inc.*	12,878	10,735	9,179	-	-	-
Valuation Adjustments	671	5	5	5	5	5
MINISTRY EXPENSE	3,542,642	3,262,276	3,433,324	3,227,256	2,910,987	2,898,092
Gain (Loss) on Disposal and Write Down of Capital Assets	(2,330)	-	-	-	-	-
NET OPERATING RESULT	(2,638,219)	(2,351,986)	(2,450,336)	(2,271,003)	(2,026,514)	(1,986,924)

* Alberta Research Council Inc. and iCORE Inc. ceased operations on January 1, 2010 pursuant to the *Alberta Research and Innovation Act*. The corporations' programs, activities and assets as well as those of the Alberta Heritage Foundation for Medical Research, Alberta Heritage Foundation for Science and Engineering Research and certain department programs are transferred to the responsibility of the new Alberta Innovates corporations.

CONSOLIDATED NET OPERATING RESULT
(thousands of dollars)

	Comparable					
	2008-09 Actual	2009-10 Budget	2009-10 Forecast	2010-11 Estimates	2011-12 Target	2012-13 Target
Ministry Revenue	906,753	910,290	982,988	956,253	884,473	911,168
Inter-ministry consolidation adjustments	(293,467)	(311,076)	(299,392)	(305,098)	(306,364)	(307,353)
Consolidated Revenue	613,286	599,214	683,596	651,155	578,109	603,815
Ministry Expense	3,542,642	3,262,276	3,433,324	3,227,256	2,910,987	2,898,092
Inter-ministry consolidation adjustments	(4,178)	(4,800)	(2,094)	(800)	(800)	(800)
Consolidated Expense	**3,538,464**	**3,257,476**	**3,431,230**	**3,226,456**	**2,910,187**	**2,897,292**
Gain (Loss) on Disposal and Write Down of Capital Assets	(2,330)	-	-	-	-	-
CONSOLIDATED NET OPERATING RESULT	(2,927,508)	(2,658,262)	(2,747,634)	(2,575,301)	(2,332,078)	(2,293,477)